



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-6
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CJCSI 6111.01A
1 September 1999

COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS PLANNING, ASSESSMENTS, AND EVALUATIONS

Reference: See Enclosure B.

1. Purpose. This instruction establishes policy guidelines and assigns responsibilities for modernization planning, analytical assessments, and operational evaluations of C4 systems.
2. Cancellation. CJCSI 6111.01 19, November 1996, is canceled.
3. Applicability. This instruction applies to the Joint Staff; Services; combatant commands; the NORAD, with the concurrence of National Defence Headquarters, Canada (NDHQ); and DOD combat support agencies responsive to the Chairman: DIA, DISA, DLA, National Imagery and Mapping Agency (NIMA), and NSA.
4. Policy. CJCS policy is that consolidated procedures and management are necessary to accomplish responsibilities common to all DOD components for C4 systems. Management will be consolidated, but actual procedures will be decentralized to the combatant commands, Services, and agencies.
 - a. Goals. The consolidated management procedures provide a common method to:

(1) Establish objectives that support warfighting concepts per reference a, satisfy theater goals that are OPLAN-based, and satisfy national goals that are based on our long-term, strategic warfighting vision.

(2) Use studies, analyses, architectural assessments, and operational evaluations to identify operational deficiencies that can be resolved through technology insertion opportunities.

(3) Develop analytical assessments to determine the adequacy of C4 system support to warfighting capabilities.

(4) Monitor implementation of the fielding process.

5. Summary of Changes. This revision:

a. Describes the C2 End-to-End (E2E) Assessment process.

b. Clarifies the CINC C4 Summary requirement and specifies that CINC C4 issues will be properly reflected in the C2 JWCA E2E Assessment.

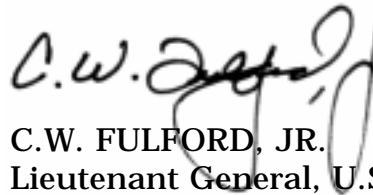
c. Deletes the requirement for JWCA Executive Summary, JWCA Analysis Summary, and the Modernization Assessment Plan.

d. Renames the Readiness Assessment Plan to C4 Readiness Assessment.

e. Mandates that C4 architectures be developed in accordance with the "C4ISR Architecture Framework V2.0" or later.

6. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



C.W. FULFORD, JR.
Lieutenant General, U.S. Marine Corps
Director, Joint Staff

Enclosures:

A -- Responsibilities and Procedures

B -- References

DISTRIBUTION

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ENCLOSURE A
RESPONSIBILITIES AND PROCEDURES

1. Responsibilities

a. Chairman of the Joint Chiefs of Staff. The Chairman is responsible for reviewing plans and providing guidance to ensure adequate and secure C4 support to the National Command Authorities (NCA) and warfighters.

b. Joint Staff

(1) Joint Staff directorates other than J-6 will ensure that C4 planning documents reflect the support required for systems over which they have cognizance and provide the necessary assistance to the Director, J-6, for the evaluation of C4 in exercises, war games, and other operations.

(2) C4 Systems Directorate (J-6). The Director, J-6, will perform the following:

(a) Develop and maintain joint C4 planning, assessment, and evaluation policy; develop C4 assessment procedures, techniques, and automation support; and develop and publish C4 planning, assessments, and evaluation documents.

(b) Review and prepare C4 sections, as applicable, for JSPS and PPBS documents to ensure the joint warfighter's perspective, as it relates to joint C4 capabilities, is properly represented (references b and c).

(c) Provide central management over the development of C4 modeling and simulation (M&S) and applications that exclusively support modernization planning, analytical assessments, and operational evaluations of C4 systems. Recommend war game applications for C4 M&S systems.

(d) Provide central management of the overall nuclear C3 analysis process.

(e) Provide central management of C4 systems information assurance efforts.

c. Combatant Commands and NORAD. The combatant commands and NORAD (with NDHQ concurrence) will have an active C4 planning, assessment, and evaluation process that includes Information Assurance concerns.

d. Services. The Service Chiefs will assist the Chairman and the combat commands in all matters relating to C4 and assist, through the theater component commands, in preparing the CINC C4 system implementation plans. Service Chiefs will prepare and submit budgets that are responsive to CINC and CJCS C4 requirements and priorities.

e. Combat Support Agencies

(1) The Defense agencies will provide technical assistance to the Director, J-6, and the combat commands in the development of C4 planning, assessments, architectural guidance, and evaluation documents.

(2) The Director, DISA, will provide technical and automation support to the Director, J-6, and the combat commands to develop and maintain automated C4 analysis tools; perform C4 studies and analyses; and provide a cryptographically secure electronic repository for C4 planning, assessment, and evaluation documents.

2. Procedures

a. Policy Guidance. Joint C4 planning, assessment, and evaluation documents will cover all C4 systems used in the joint arena including strategic, defense-wide, as well as theater and tactical (mobile and transportable) C4 systems. References c and d contain policy guidance on C4 requirement validation and acquisition. As such, this instruction and references c, d, and e are complementary policy documents and are functionally interrelated.

b. Definition. For the purpose of this instruction, C4 systems include communications, ADP, facilities, and associated personnel and procedures that support the C2 functions of the NCA, Chairman of the Joint Chiefs of Staff, combat commands, subordinate commands, assigned forces, and the Government of Canada through the NORAD Agreement.

c. C4 Planning. C4 strategy and force planning are based on analyses that evaluate and assess the capabilities of US and allied forces to support the National Security Strategy. Results are the identification of deficiencies in existing C4 systems and risks inherent in current C4 modernization programs. These C4 plans, assessments, and evaluations serve as a basis for formulating changes to current operational plans or future forces. This process can lead to

decisions that eventually reallocate funds among various Service programs within fiscal guidelines. C4 deficiencies can be corrected by making changes to either existing joint tactics, techniques, or procedures; or through changes in the various procurement, manpower, operations and maintenance, research and development, or other supporting programs. The organizational or programmatic revisions are then used as the basis for future force posture.

d. C4 Planning Considerations. C4 planning, assessments, and evaluations will consider that both qualitative and quantitative analyses are useful. Qualitative factors include such things as leadership, doctrine, training, morale, logistics, intelligence, technology, and initiative. Quantitative factors include interoperability, compatibility, mobility, survivability, accuracy, range, assurance, technical specification performance, and a host of other measurable quantities. In the analysis of quantitative factors, counting, modeling, and battle center(s) gaming should be employed. By adding the human element, politico-military simulations, battle centers, war games, and exercises can provide very useful insights to C4 planners.

e. Joint Warfighting Capability Assessment. In accordance with established JWCA procedures, the Chairman's C4 assessments and resulting key C4 modernization recommendations will identify key C4 requirements, capabilities, deficiencies, and priorities (to include general fielding plans). These recommendations will also provide objectives to support the national military strategy and the Chairman's strategic vision for warfighting.

f. C4 Architectures. C4 architectures are an integral part of the C4 system planning process. The Joint Staff J-6, Technology and Architecture Division (J6I) and Systems Integration Division (J6V), will work closely with the combatant commands, Services, and agencies to resolve C4 architecture issues. All ongoing and planned C4 architectures will be developed in accordance with the "C4ISR Architecture Framework V2.0" or later.

g. CINC C4 Planning Requirement. Within the available broad guidance, CINC C4 planning, assessments, and evaluations can be locally tailored to meet CINC needs, but must consider objective, strategy, threats, challenges, force structure, and risk. The combat commands will have an active C4 planning, assessment, and evaluation process.

(1) This process is developed by each CINC to meet command needs. Examples of this process include, but are not limited to, performing C4 assessments and evaluations, computer-assisted modeling, exercising appropriate portions of operations plans (OPLANs, CONPLANs, and functional plans), and developing C4 planning documents dealing with the modernization of C4 systems. The internal form and format of the combat command

planning, assessments, and evaluation process and documentation is determined by each command. C4 readiness and planning documents developed by the combat commands will be submitted to the Joint Staff (J6E) or published on the Secret Internet Protocol Router Network (SIPRNET).

(2) The combat command C4 planning, assessments, and evaluations process provides guidance to the CINC staffs, subunified commands, Service components, and the Joint Staff for coordinating actions required to field new C4 systems, integrate C4 systems architectures, or modify existing C4 systems. It is the basis for combat command C4 inputs to such items as the JSPS and PPBS processes, Joint Monthly Readiness Review (JMRR), JWCA process, and the Combat Commands' Integrated Priority List (IPL). The E2E Assessment is critical to the C2 JWCA process.

3. Assessments. The C2 E2E Assessment, developed by the C2 JWCA and approved by the JROC Review Board in April 1997, is a combat command, Service, and agency review of joint warfighting C2 programs, issues, and initiatives. It serves as an assessment tool for the C2 JWCA Team in response to the JROC Review Board (JRB) request for a comprehensive joint C2 assessment. The overall goal of the C2 E2E Assessment is to provide senior leaders the knowledge to make effective acquisition and investment strategy decisions to achieve Joint Vision 2010 (JV2010).

a. C2 E2E Purpose. The C2 E2E Assessment identifies and prioritizes those C4 programs, issues, and initiatives most critical to the combat commands' mission accomplishment. The term "Crown Jewel" is applied to these priorities to set them apart from the myriad C4 issues and topics.

b. C2 E2E Process. A prioritized list of C4 Crown Jewels evolves from various inputs, but are not finalized until validated by the combat commands, Services, and agencies through the JWCA process. The subsequent assessments of these priorities are accomplished "horizontally" (all elements within a specific program) and "vertically" (common elements across all

candidate C4 programs). The relationships of the steps in the process are defined as follows:

(1) The C2 JWCA Team compiles and ranks a list of Crown Jewels considered critical for the joint warfighter.

(2) The C2 JWCA Team completes this list by adding subinitiatives that help identify key elements of the Crown Jewel.

(3) The Crown Jewel List is then validated and prioritized by the combat commands, Services, and agencies.

(4) Assessment Criteria is developed by the JWCA Team and approved by the combat commands, Services, and agencies to address the programmatic elements (e.g., capability, schedule, training, policy, and doctrine).

(5) The total list of Crown Jewels is reviewed, rated, and commented on by the combat commands, Services, and agencies.

(6) The C2 JWCA Team collects all inputs from the combat commands, Services, and agencies, which allow consolidation, observations, and an overall assessment in preparation for Joint Review Board visits to the combat commands.

(7) The overall C2 E2E Assessment is validated when the JRB visits the combat commands to determine recommendations for Joint Reporting Structure (JROC) consideration.

(8) Subsequent JROC deliberations focus on key discussion issues for semiannual visits to the combat commands.

c. Summary of the C2 E2E Assessment

(1) Identify C4 system priorities.

(2) Assess C4 systems from combat command, Service, and agency perspectives.

(3) Allow vertical assessments; e.g., status of training throughout C4 programs, in addition to single horizontal program assessments.

(4) Focus C4 JWCA efforts.

(5) Develop CPR language (if required) in support of C4 programs, with consideration for priorities and risks.

4. Reports. The Joint Staff C4 planning, assessment, and evaluation process supports the JWCA and the JMRR with the combat command C4 Summary, the C4 Systems Description Document, and the C4 Readiness Assessment. They are exempt from normal reporting procedures in accordance with

reference f and are described below. All documentation listed will be distributed to JWCA Team members and combat command representatives in hard copy or CD ROM format on a limited basis, but will be available to all who have access to the J6 SIPRNET web page.

a. C4 Summary. The C4 summary is a comprehensive annual appraisal conducted by each combat command (with DISA support) of their C4 issues. It is a voluntary report based on combat command JMRRs, IPLs, and other requirements. The purpose of an annual appraisal is to focus the combat command C4 efforts for the next JWCA cycle and ensure they are properly reflected in the C2 E2E Assessment and other documents prepared by the combat command staffs. Additionally, the Joint Staff (J6E) will coordinate and compile combat command, Service, and agency inputs for the C2 E2E Assessment. The C2 JWCA Team will report a summary of these findings through the JROC process.

b. C4 Systems Descriptions (J6 Notice 6111.01 Series). The C4 systems descriptions are annual documents prepared by the Joint Staff, J-6, that provides the Joint Staff, combatant commands, Services, and agencies with a top-level status of existing C4 systems.

c. CJCS C4 Readiness Assessment (J6 Notice 6111.02 Series). The CJCS C4 readiness assessment is an annual assessment prepared by the Joint Staff, J-6, concerning the readiness of C4 systems to support the peacetime and warfighting requirements of the individual combat commands and, when consolidated, the ability of DOD C4 systems to support the National Military Strategy. This assessment provides the C2 JWCA Team a summary of CINC issues.

ENCLOSURE B

REFERENCES

- a. CJCSI 3401.01 Series, "Current Readiness System"
- b. DOD Instruction 7045.7, 23 May 1984, "Implementation of the Planning, Programming, and Budgeting System (PPBS)"
- c. CJCSI 3170.01 Series, 13 June 1997, "Requirements Generation System Policies and Procedures" (Formerly MOP 77)
- d. CJCSI 6212.01A Series, "Compatibility, Interoperability, and Integration of C4I Systems"
- e. CJCSI 3137.01 Series, "The Joint Warfighting Capabilities Assessment Process"
- f. DOD Directive 8910.1, 11 June 1993, "Management and Control of Information Requirements"

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